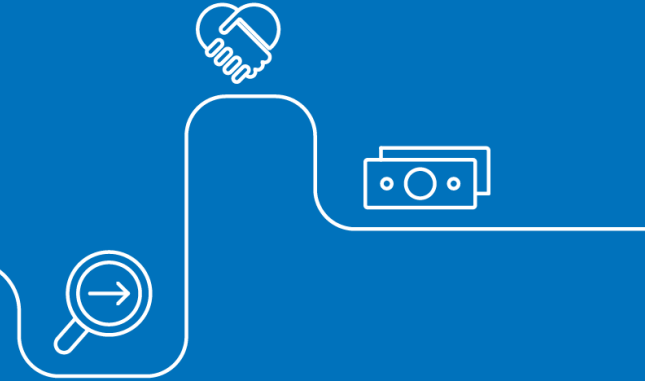


# Procurement in **UNHCR**



# UNHCR's Mandate



© UNHCR/Andrew McConnell

## Responding with life-saving support

safeguard the rights and well-being of  
people who have been forced to flee

## Safeguarding fundamental human rights

ensure that everybody has the right to  
seek asylum and find safe refuge in  
another country

## Building better futures

secure lasting solutions

# Who we help

For over 70 years, UNHCR has helped millions of people to restart their lives.

They include refugees, returnees, stateless people, the internally displaced and asylum-seekers.

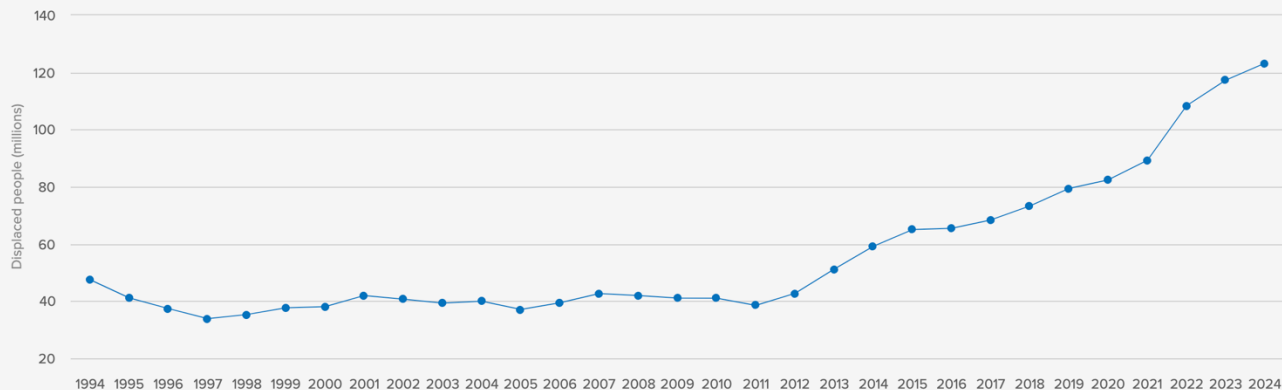


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# Statistics on Forced Displacement

## Global forced displacement trend over the last 30 years

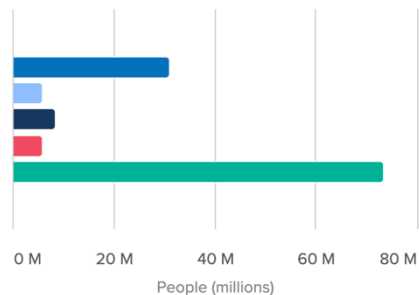
At the end of 2024, 123.2 million people worldwide were forcibly displaced as a result of persecution, conflict, violence, human rights violations or events seriously disturbing public order.



Source: [UNHCR Global Trends 2024](#), 12 June 2025.

This total represents an enormous number of people needing protection worldwide.

- Refugees (under UNHCR's mandate)
- Palestine refugees (under UNRWA's mandate)
- Asylum-seekers
- Other people in need of international protection
- Internally Displaced People\*



Source: [UNHCR Global Trends 2024](#), 12 June 2025.

\* Source: [Internal Displacement Monitoring Centre](#)



# The Role of Supply

Supply is an integral part of UNHCR's Operations, Protection and Solutions.

We aim to deliver **quality goods and services** better and faster across UNHCR and to people forced to flee, by making our supply chain **simple, swift** and **sustainable**.



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# UNHCR VISION

for Supply Chain Management

A **SIMPLE, SWIFT**  
& **SUSTAINABLE**  
service across  
UNHCR  
and to people  
forced to flee



## **SIMPLE**

- for our colleagues

**Streamlined processes,  
better collaboration**



## **SWIFT**

- for people we work for

**Enhanced response,  
high delivery capacity**



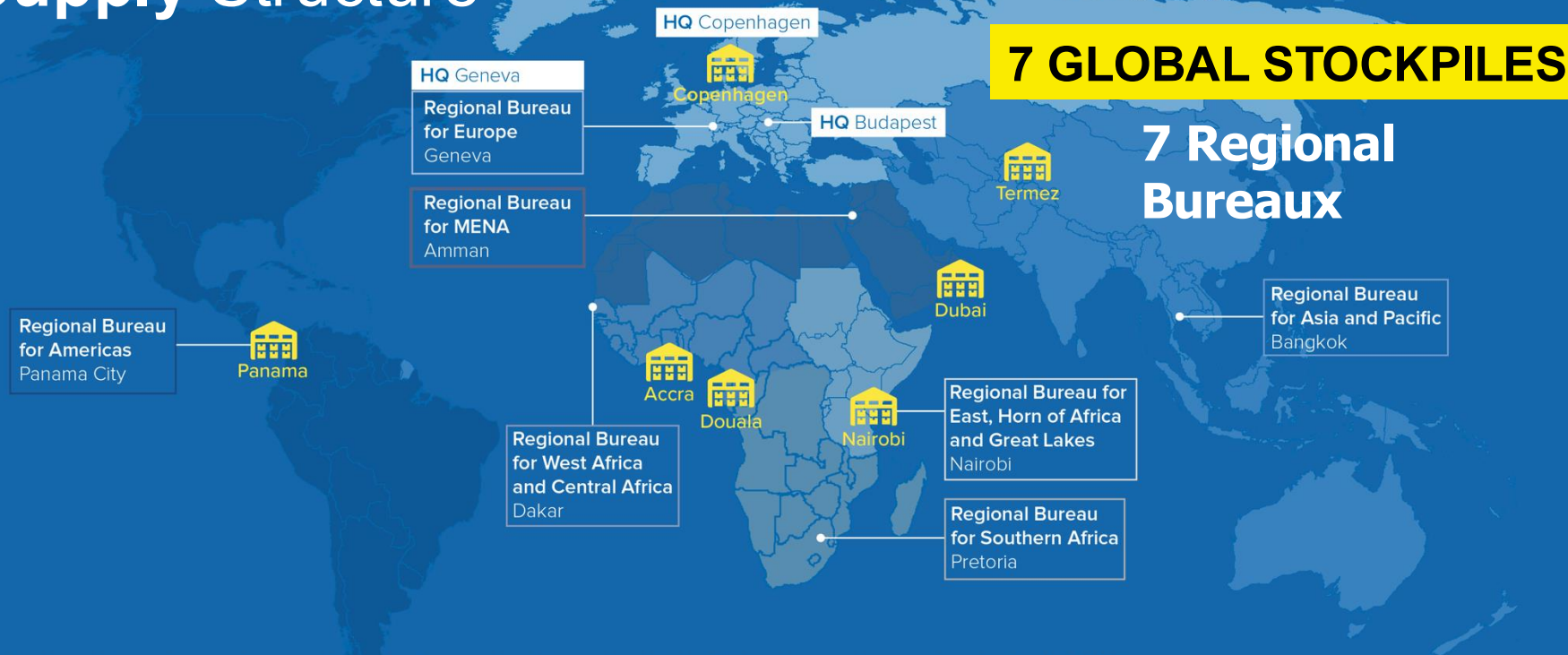
## **SUSTAINABLE**

- for our planet

**Reduced environmental  
footprint  
Positive economic  
and social impact**



# Supply Structure



The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.

# Procurement in UNHCR



To protect some of the world's most vulnerable people in so many different places and types of environment, **UNHCR must purchase goods and services worldwide.**

This might range from buying fleets of heavy duty vehicles needed in the most inaccessible parts of the African continent to purchasing needles and thread for a self-help project in Pakistan.



# Procurement Principles

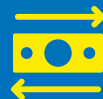
In line with the UN Financial Regulations and Rules, UNHCR's procurement system is based on the following principles:



Fairness, Integrity  
and Transparency  
(FIT)



Effective  
International  
Competition



Best Value  
for Money



Best Interest  
of UNHCR

# The UN Supplier Code of Conduct

It sets forth [what is expected of all suppliers](#) with whom UNHCR does business.

Furthermore, Vendors are expected to demonstrate a commitment to the [Ten Principles](#) set out in the UN Global Compact that underlies the UNSCC.



©UNHCR/Colin Delfosse

# Tendering process

There are different types of solicitation documents issued by the UNHCR to fulfill a procurement requirement. Each type varies in the nature of the requirement, complexity, and the estimated monetary value:

## Request for Quotation (RFQ)

An informal invitation to submit a quotation for requirements of relatively low monetary value. Prices and other commercial terms and conditions are requested, and an award is usually made to the lowest priced technically compliant offer.

## Simplified Request for Proposal (Simplified RFP)

A formal request to submit a proposal for requirements of relatively low monetary value but used for purchases of complex requirements. Price is only one of several factors comprising the evaluation criteria and an award recommendation is based on the most responsive proposal.

## Request for Proposal (RFP)

A formal request to submit a proposal against requirements that higher monetary value but may not be fully definable at the time of solicitation. The innovation and specific expertise of the proposer is sought to better meet the procurement requirement. Price is only one of several factors comprising the evaluation criteria. The different evaluation criteria are stipulated in the RFP and an award recommendation is based on the most responsive proposal.

## Invitation to Bid (ITB)

A formal invitation to submit a bid usually associated with the requirements that are clearly or concisely defined, with low complexity, and have a monetary value above the RFQ threshold. Award recommendations are based on the lowest priced technically compliant offer.



# Tendering process

Request for Quotation (RFQ)	Simplified Request for Proposal (Simplified RFP)	Invitation to Bid (ITB)	Request for Proposal (RFP)
<ul style="list-style-type: none"> <li>• Minimum solicitation period from date of launch: no less than 1 calendar week*</li> <li>• Direct Invitation of potential suppliers</li> <li>• Value &lt; USD 100,000 in field</li> <li>• Value &lt; USD 250,000 at Regional office and HQ</li> <li>• Informal procedure</li> <li>• Minimum of 3 offers</li> <li>• Basis of award: Lowest priced, technically acceptable offer' based on a pass/fail evaluation methodology.</li> </ul>	<ul style="list-style-type: none"> <li>• Minimum solicitation period from date of launch: no less than 2 calendar weeks *</li> <li>• Direct Invitation of potential suppliers</li> <li>• Value &lt; USD 100,000 in field</li> <li>• Value &lt; USD 250,000 at Regional office and HQ</li> <li>• Formal procedure</li> <li>• Basis of award: Weighted scores to determine most responsive proposal taking account of both technical and financial aspects. The award recommendation is based on cumulative analysis/scoring evaluation methodology.</li> </ul>	<ul style="list-style-type: none"> <li>• Minimum solicitation period from date of launch: no less than 3 calendar weeks at regional/HQ level and no less than 2 weeks for country level ITBs*</li> <li>• Open competition (Publication by advertising, and/or direct invites)</li> <li>• Value &gt; USD 100,000 in field</li> <li>• Value &gt; USD 250,000 at Regional office and HQ</li> <li>• Formal procedure</li> <li>• Simpler requirements which can be assessed on a pass or fail criteria basis and which can be clearly stated</li> <li>• Basis of award: Lowest priced, technically acceptable offer' based on a pass/fail evaluation methodology.</li> </ul>	<ul style="list-style-type: none"> <li>• Minimum solicitation period from date of launch: no less than 4 calendar weeks at regional/HQ level and no less than 3 weeks for country level RFPs*</li> <li>• Open competition (Publication by advertising and/or direct invites)</li> <li>• Value &gt; USD 100,000 in field</li> <li>• Value &gt; USD 250,000 at Regional office and HQ</li> <li>• Formal procedure</li> <li>• More complex requirements where ideas and input are sought from the proposer</li> <li>• Basis of award: Weighted scores to determine most responsive proposal taking account of both technical and financial aspects. The award recommendation is based on cumulative analysis/scoring evaluation methodology.</li> </ul>

*\*Period may differ during declared emergencies*



© UNHCR/Will Swanson

# Procurement conditions



Building on the philosophy and achievements of the UN Global Compact, UNHCR envisions a world in which the private sector plays a constructive role in **finding durable solutions** for people forced to flee their homes.



To achieve this, we proactively engage with corporations and foundations eager to help drive change and find innovative solutions to refugee issues. UNHCR also endeavours to undertake **environmentally responsible** sourcing of goods and services.

# Procurement conditions



UNHCR does not purchase from companies engaged in the sale or manufacture, either directly or indirectly, of antipersonnel mines or any components produced primarily for the operation thereof. UNHCR does not purchase from companies engaged in any practice inconsistent with the rights set forth in Convention on the Rights of the Child.



Any unethical practice, including sexual exploitation and abuse, is antithetical to the policies and principles of UNHCR. Particular reference is made to the UN Supplier Code of Conduct (UNSCC) which is mandatory for all UNHCR vendors.



© UNHCR/Kamrul Hasan



# Frame Agreements



© UNHCR/Diego Ibarra Sánchez

## The Role of Frame Agreements:

- Agreed terms and conditions for a fixed period, particularly with regard to items, price, quality, quantity and delivery
- Frame Agreement holders are mostly selected through open tenders
- Most frequently required goods and services are purchased by UNHCR using FAs
- Examples: core relief items\* (CRIs), freight forwarding services, IT equipment, light vehicles, inspection services, medical supplies

## Advantages for UNHCR:

- Shorter lead time
- Flexibility (quantities)
- Better quality control / supply security
- Not exclusive to single supplier (however: procurement principles apply)
- Binds suppliers to ex-stock deliveries and agreed quantities
- Competitive prices

*\*Core Relief Items: such as tents, kitchen sets, plastic tarpaulins, blankets and solar lanterns*

# Sustainability provisions



To provide international protection and humanitarian assistance to people forced to flee, UNHCR purchases, stores, transports, and distributes a wide range of goods through international and local markets.



However, this can have a detrimental impact on the environment. An initial evaluation indicates that **core relief items** collectively **represent some 60% of UNHCR's total greenhouse gas emissions**.

Considering this, we are undertaking major initiatives to **improve the sustainability of our end-to-end supply chain**, including planning, sourcing, contents, manufacturing processes, procurement, delivery and lifecycle management of core relief items and other goods.

## OUR TARGETS BY 2025

**Reduce by 20%** the aggregate average greenhouse gas emissions from the production and delivery of CRIs

**Increase by 20%** the biodegradable or recycled content of core relief items & packaging.

**Reduce by 10%** the CO2 emissions from international freight

**Reduce by 25%** the average duration of stock on hand

**Ensure** supply waste management services in 70 country operations

Find out more:

- [Sustainable supply initiatives \(webpage\)](#)
- [Operational Strategy for Climate Resilience and Environmental Sustainability 2022-2025 \(pdf\)](#)
- [Progress report 2023: Operational strategy for climate resilience and environmental sustainability 2022-2025](#)

# Goods & services we procure

## Goods

Agricultural tools	Kitchen sets, stoves
Blankets	Mattresses
Buckets	Mosquito nets
Clothing	Office equipment
Computers	Plastic tarpaulins, rolls
Drugs and medical supplies	Prefabricated houses
Fuel	Sanitary materials
Generators, pumps	Sleeping mats
Hygiene parcel	Solar lamp
IT and Telecom equipment	Tents
Jerry cans	Vehicles, trucks

## Services

Audit service	Lease or rental of property/building
Cash Based Intervention related financial services	Mailing services
Cleaning	Medical services, Evacuation
Construction	Meeting facilities
Corporate Consultancy	Printing
Education / Training	Road maintenance service
Engineering services	Security
Evaluation	SAT Communication service
Health administration service	Training/workshops
Inspection	Translation / Interpretation
Insurance	Transportation
IT, Telecom	(Cargo /Passenger)





# How to become a supplier to UNHCR



© UNHCR/Ola Anan

# How to participate in the selection process?

The UN Supplier Code of Conduct (UNSCC) sets forth what is expected of all suppliers with whom UNHCR does business. Furthermore, Vendors are expected to demonstrate a commitment to the Ten Principles set out in the UN Global Compact that underlies the UNSCC.



Register at [www.ungm.org](http://www.ungm.org) to learn about all the opportunities to be a supplier to UNHCR. You can subscribe to the Tender Alert Service to make sure you are notified of all opportunities.



If you are interested in being a supplier for **UNHCR** please visit the [unhcr.org](http://unhcr.org) [How to Become a Supplier](#) portal for more information and registration guidelines.



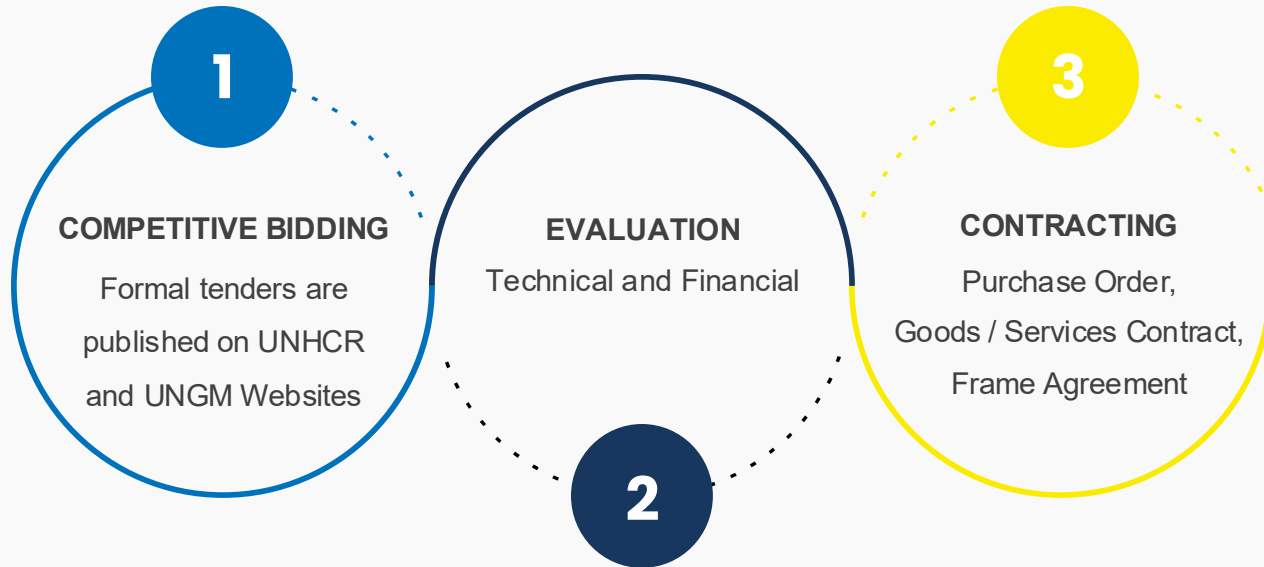
If you are interested in being a supplier for a **specific country or region**, you are recommended **to contact the local UNHCR operation** for registration, as they might use different channels to advertise their tenders.




In all cases, creating a profile in the [UNHCR supplier portal](#) and providing supporting documents\* is mandatory.

*\*Certificate of registration, Bank statement or letter of confirmation from the bank demonstrating ownership of bank account declared (including Account number, IBAN, SWIFT code).*

# Selection Process







Thank you for your  
interest in becoming  
a supplier to **UNHCR**

Visit our website:

[unhcr.org/supply](https://unhcr.org/supply)

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